Welcome to the Team 360 View™

REPORT FOR:

Sample Team 360 View

When you observe teams for years — thousands of teams — one thing you learn about top performing teams: they are an open and willing invitation to feedback. The best teams simply want to get better, and feedback is the key. They know that feedback is nothing more than the mechanism for learning and the fastest path to improved performance as a team.

Unfortunately it is often very difficult to get clear, direct, meaningful feedback, especially for senior management teams. Too often feedback is careful, oblique, or more passive reaction than forthright. Feedback must be inferred because it is rarely spoken directly.

The Team 360 View™ provides a simple, anonymous structure to gather feedback, against a proven model for effective team performance. Based on the same model as the Team Diagnostic™, the Team 360 View™ gives the team information that is easy to absorb and a clear map for ongoing team development.

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Introduction

"Teams rely on intense, collaborative work to accomplish a specific goal or task that could not be accomplished as well by an individual or a work group. An effective team increases the productivity, satisfaction, and growth of each of its team members, the team itself, and the rest of the organization."

— Jon R. Katzenbach and Douglas K. Smith
The Wisdom of Teams: Creating the
High-Performance Organization

It has been said, "Perception is reality." The Team 360 View™ provides a portrait of the target team, drawn in detail by the people who actively interact with that team on a regular basis. Their perception is a reality in the organization because that perception influences behavior. This external point of view is crucial information for the target team. Outside the protective walls of the team's own awareness there is impact, often not visible to the team.

The Team 360 View™ gives the target team information it might not learn any other way. The anonymity of the process provides a high level of candor — a bright mirror that reflects back to the team the consequence of team behavior, team beliefs, and the dynamics of how team members interact with each other and those most connected to the team. Every team is a model for others. In particular, those who report to the target team take their cues from that team and transfer the model they see and experience to the people in their own teams.

The feedback in this report is excellent information the target team can use to build a stronger, more effective team.

The Goal? Results.

From the organization's point of view, teams exist to produce results. That is the measure that makes a difference. It is this goal that drives every aspect of the team's life. Teams are constantly monitored against results delivered. But output is only half of the story. There are two key questions that combined, tell the whole story.

Question 1: What did the team achieve?
Question 2: How did the team achieve its results?

High performing teams, over time, not only deliver on question one, they have found the way to work together that creates sustainable high performance as a team, and a model for excellence within the organization.

In a sense, the ultimate goal, beyond measurable results, is optimizing the potential of the team. This makes a difference to the team and team members of course, and it creates a ripple effect within the organization. The goal then shifts from simply making the numbers — achieving results — to reaching potential. It raises the bar and motivation.

What is a Team?

"If you don't get feedback from your performers and your audience, you're going to be working in a vacuum."

— Peter Maxwell Davies

A System's Approach to Teams

The Team Diagnostic™ model is built on a systems approach to working with teams. Those who interact with the target team represent a system. There are a variety of descriptions that could apply to this system: stakeholders, customers, clients. This interconnected system is not a team or a work group in the standard definition, but it is an identifiable group of people who are affected by, interact with, are infected by, the behavior of that target team. What they observe and experience matters. The target team's identity and reputation are built from these relationships.

The Team 360 View™ is designed to create a picture of the system by taking the individual views of many stakeholders and graphically creating an aggregate picture.

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The Model Dimensions

"Accountable people seek feedback — and feedback creates accountable people. Feedback helps people, teams, and organizations face reality, identify problems, tackle obstacles, and address key issues. It helps people acknowledge reality — the first step towards greater accountability."
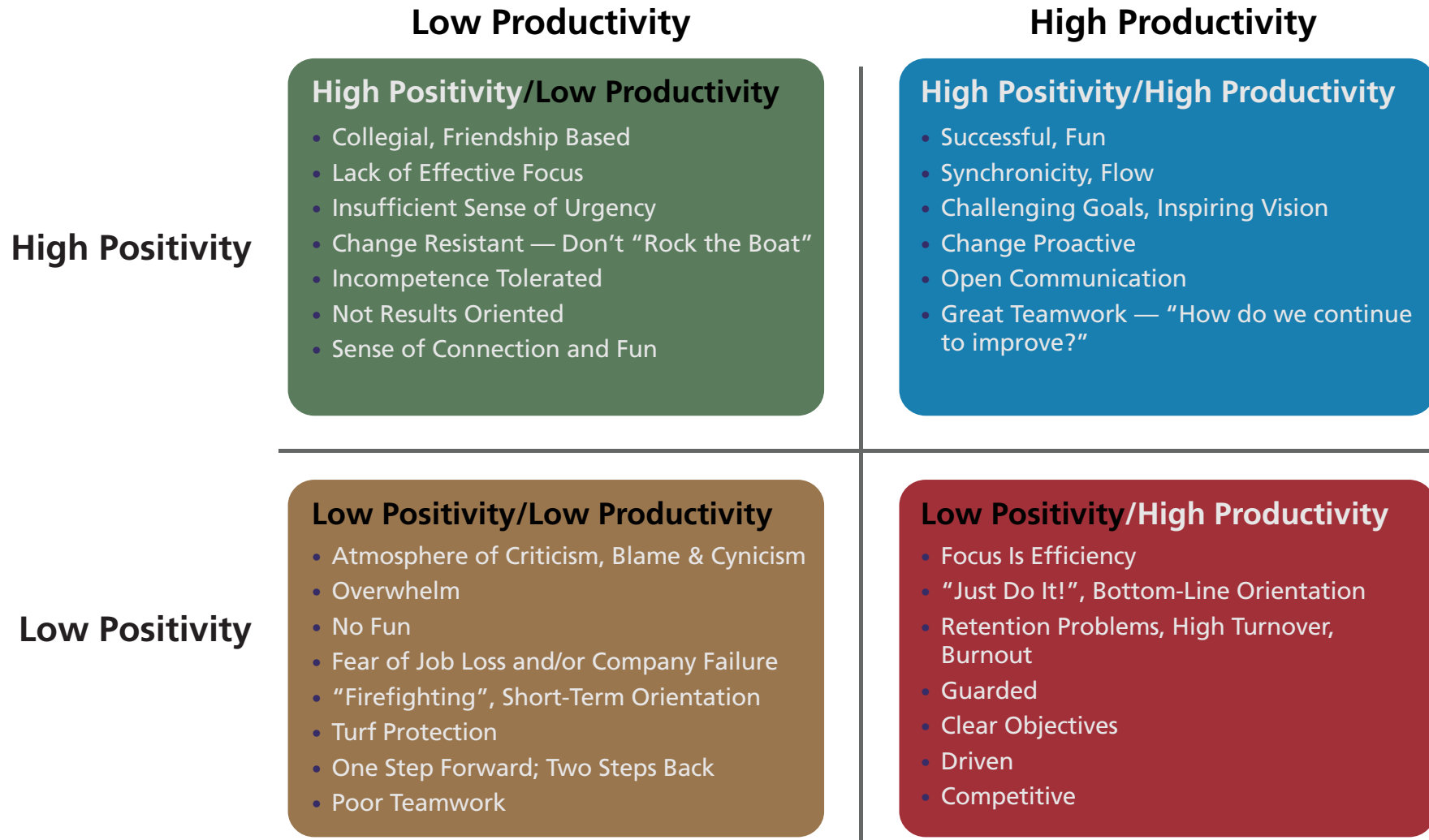
— Connors, Smith and Hickman, authors of the Oz Principle

In the Team Diagnostic™ model the team is measured on two axes: the respondents' perception of the target team's "productivity" strengths and its perception of the target team's "positivity." Simply put, "productivity" strengths describe the capacity to perform the function required of the team. "Positivity" strengths describe the process and relationship required to perform as a team. The word positivity is derived from Daniel Goleman's work with Emotional Intelligence.

If we imagine the target team's tendency toward "productivity" on a horizontal axis and tendency for "positivity" on the vertical axis we create a four quadrant matrix with teams that are characterized by:

- *Low Productivity and Low Positivity*
- *Low Productivity and High Positivity*
- *High Productivity and Low Positivity*
- *High Productivity and High Positivity*

The Four Quadrants — Team Diagnostic™ Model

Team 360 View™

	Low Productivity	High Productivity
High Positivity	**High Positivity/Low Productivity** • Collegial, Friendship Based • Lack of Effective Focus • Insufficient Sense of Urgency • Change Resistant — Don't "Rock the Boat" • Incompetence Tolerated • Not Results Oriented • Sense of Connection and Fun	**High Positivity/High Productivity** • Successful, Fun • Synchronicity, Flow • Challenging Goals, Inspiring Vision • Change Proactive • Open Communication • Great Teamwork — "How do we continue to improve?"
Low Positivity	**Low Positivity/Low Productivity** • Atmosphere of Criticism, Blame & Cynicism • Overwhelm • No Fun • Fear of Job Loss and/or Company Failure • "Firefighting", Short-Term Orientation • Turf Protection • One Step Forward; Two Steps Back • Poor Teamwork	**Low Positivity/High Productivity** • Focus Is Efficiency • "Just Do It!", Bottom-Line Orientation • Retention Problems, High Turnover, Burnout • Guarded • Clear Objectives • Driven • Competitive

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The Model — Productivity

Productivity Strengths support a team in achieving results, accomplishing tasks, staying on course to reach goals and objectives. The Team Diagnostic™ model identifies seven attributes that describe the strengths necessary for teams to be highly productive.

- *Alignment:* This team has a sense of common mission and purpose. The team values cooperation, cohesion and interdependence. This team collectively owns their results.

- *Goals & Strategies:* This team has clear, challenging objectives; there is alignment on strategies and priorities. The team is highly resilient and not easily defeated in its goals.

- *Accountability:* On this team there is clarity of roles and responsibilities with high follow through. When problems arise the team responds.

- *Proactive:* Change is embraced and seen as vital to this team. The team is nimble and flexible in addressing opportunities for change, responding positively and creatively.

- *Decision Making:* This team has clear and efficient decision making processes, which have proven effective over time.

- *Resources:* The team clearly manages adequate resources to meet its objectives. There is sufficient expertise to accomplish the team's objectives.

- *Team Leadership:* The team leader's role is clear and supportive of the team as a whole. There is a strong sense of team leadership; team members take initiative to provide leadership as the need for initiative arises.

The Model —
Productivity Strengths

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Productivity Strengths

- Proactive
- Resources
- Goals & Strategies
- Decision Making
- Team Leadership
- Alignment
- Accountability

The Model — Positivity

Positivity Strengths focus on the interrelationships between team members and the spirit or tone of the team as a system. The seven strengths in the Team Diagnostic™ model are drawn from a number of research sources including Emotional Intelligence, Positive Psychology, and academic research into relationships that work.

- *Trust:* It is safe on this team to speak your mind, openly. Team members can count on each other; they are reliable. The team does not operate in a fear-based environment.

- *Respect:* There is an atmosphere of mutual respect and genuine positive regard. Contempt and hostility are not tolerated.

- *Camaraderie:* There is a strong sense of belonging to the team. The team celebrates and acknowledges accomplishments. Empathy, playfulness and humor are present.

- *Communication:* This team is known for clear and efficient communication. Effective communication is valued over less direct approaches such as politicizing, gossiping, or consistently avoiding necessary conversation.

- *Constructive Interaction:* This team has the ability to engage in positive disagreement for the sake of team results. Conflict is seen as an opportunity for discovery, growth and creativity. The team avoids criticizing, defensiveness and finger pointing.

- *Values Diversity:* The team is open-minded and values differences in ideas, backgrounds, perspectives, personalities, approaches and lifestyles. Diversity is considered vital.

- *Optimism:* This team has an inspiring shared vision. They are enthusiastic, forward looking and appreciative of each other. There are low levels of cynicism, pessimism, helplessness, or hopelessness.

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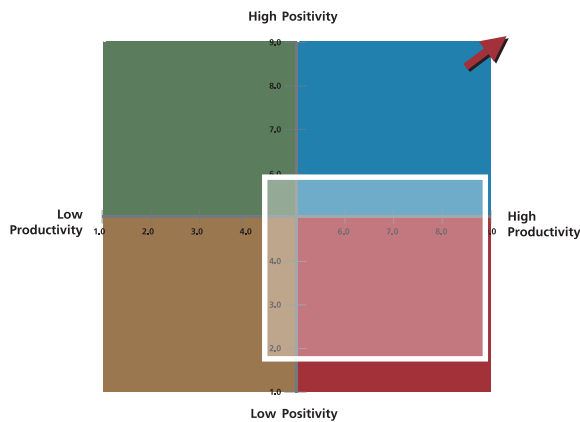# The Model —
Positivity Strengths

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Multiple Views

Example

The Team 360 View™ provides multiple views of the team created from the collected data. Each view adds to the total picture of the team.

Quad Diagram. The "Footprint"

Shows the range of the highest and lowest scores on statements in the diagnostic: Productivity on one axis and Positivity on the other. The box created by this selection shows the orientation of the team on this matrix.
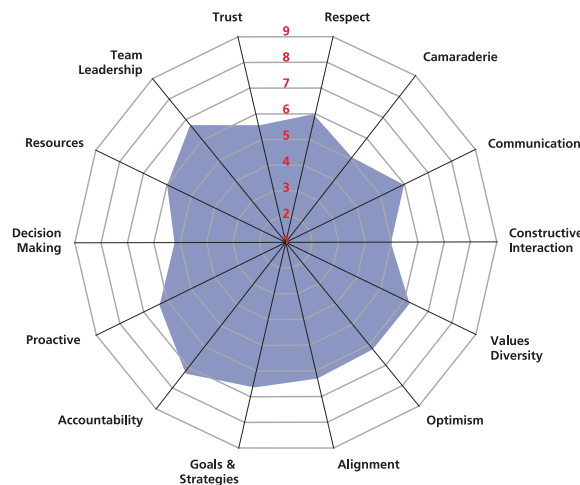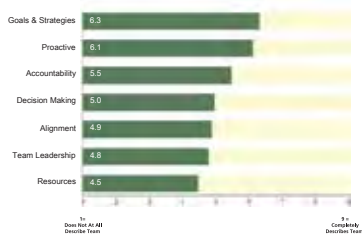

Polar Diagram

The Polar Diagram provides the first composite view of the team using scores from seven Productivity Strengths and seven Positivity Strengths. In this visual, team members can easily see their strongest and weakest areas and see the potential for improvement. The ideal team would score at "9" all around the outer circumference.

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Multiple Views

Examples

Productivity Strengths Rating

	Rating
Goals & Strategies	6.3
Proactive	6.1
Accountability	5.5
Decision Making	5.0
Alignment	4.9
Team Leadership	4.8
Resources	4.5

1 = Does Not At All Describe Team — 9 = Completely Describes Team

Positivity Strengths Rating

	Rating
Respect	5.7
Values Diversity	5.1
Optimism	4.9
Communication	4.7
Camaraderie	4.5
Trust	3.9
Constructive Interaction	3.7

1 = Does Not At All Describe Team — 9 = Completely Describes Team

HIGHEST	Rating
We are highly diverse in our individual skills and work styles.	7.7
In spite of limited resources, we find ways to accomplish our objectives.	4.7
There is not significant incompetence operating on our team.	4.5
There is not a "zero" sum game mentality on the team where my gains become someone else's losses.	4.4
We do not make excuses when the job doesn't get done.	4.4

LOWEST	Rating
Symptoms of burnout are not present on our team.	2.6
Our team seeks sufficient input in decision making.	2.5
We have set challenging goals/objectives for our team.	2.5
We are aligned on our priorities and strategies.	2.5
We are cohesive as a team and work together well together.	2.2

HIGHEST	Rating
I enjoy working with the members of this team.	5.4
We do not operate in a fear-based environment.	5.0
On our team we do not "sugar coat" the truth to avoid upset or hurt someone's feelings.	4.9
We do not avoid conflict.	4.8
There is not an underlying sense of helplessness and hopelessness on our team.	4.3

LOWEST	Rating
We draw out all opinions on our team, even the unpopular opinions.	2.3
We have an inspiring shared organizational vision.	2.1
We have team agreements regarding how we interact when conflict arises.	2.1
We trust each other enough to reveal our vulnerabilities at the group level.	2.0
Our team knows how to work through conflict constructively.	1.6

Q: *What are the Top 3 strengths of this team?*

Bar Charts

The bar charts break out the seven Productivity Strengths and seven Positivity Strengths and put them in rank order from highest score to lowest. The bar charts are also a quick visual reference to "the gap" — the distance between the team scores of today and the "9" that is the ideal and goal to strive for.

High 5 and Low 5 for Productivity and Positivity

This table shows the five items from the diagnostic that received the highest team score and the five items with the lowest team score in both the Productivity and Positivity categories.

Comparing the top 5 and bottom 5: on the left or "high" scoring side are the strengths and reputation of the organization. This is what the team is known for.

The right or "low" scoring side reveals prime areas for ongoing development.

Open-Ended Questions

This section contains the anonymous responses to the survey-style questions included with the diagnostic. These responses are unedited; they appear exactly as written. If one of the questions was skipped, there will be a blank space in the sequence.
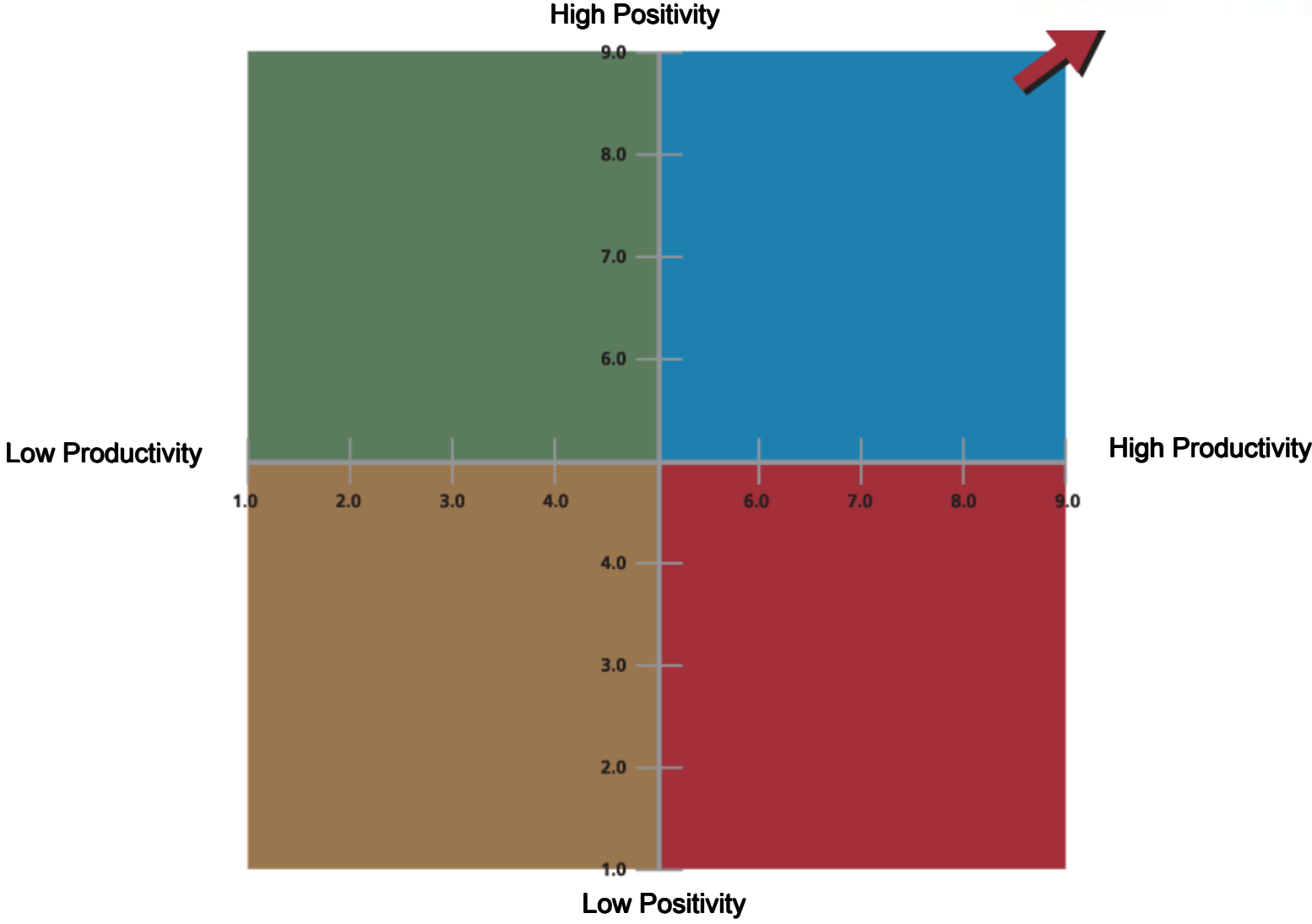
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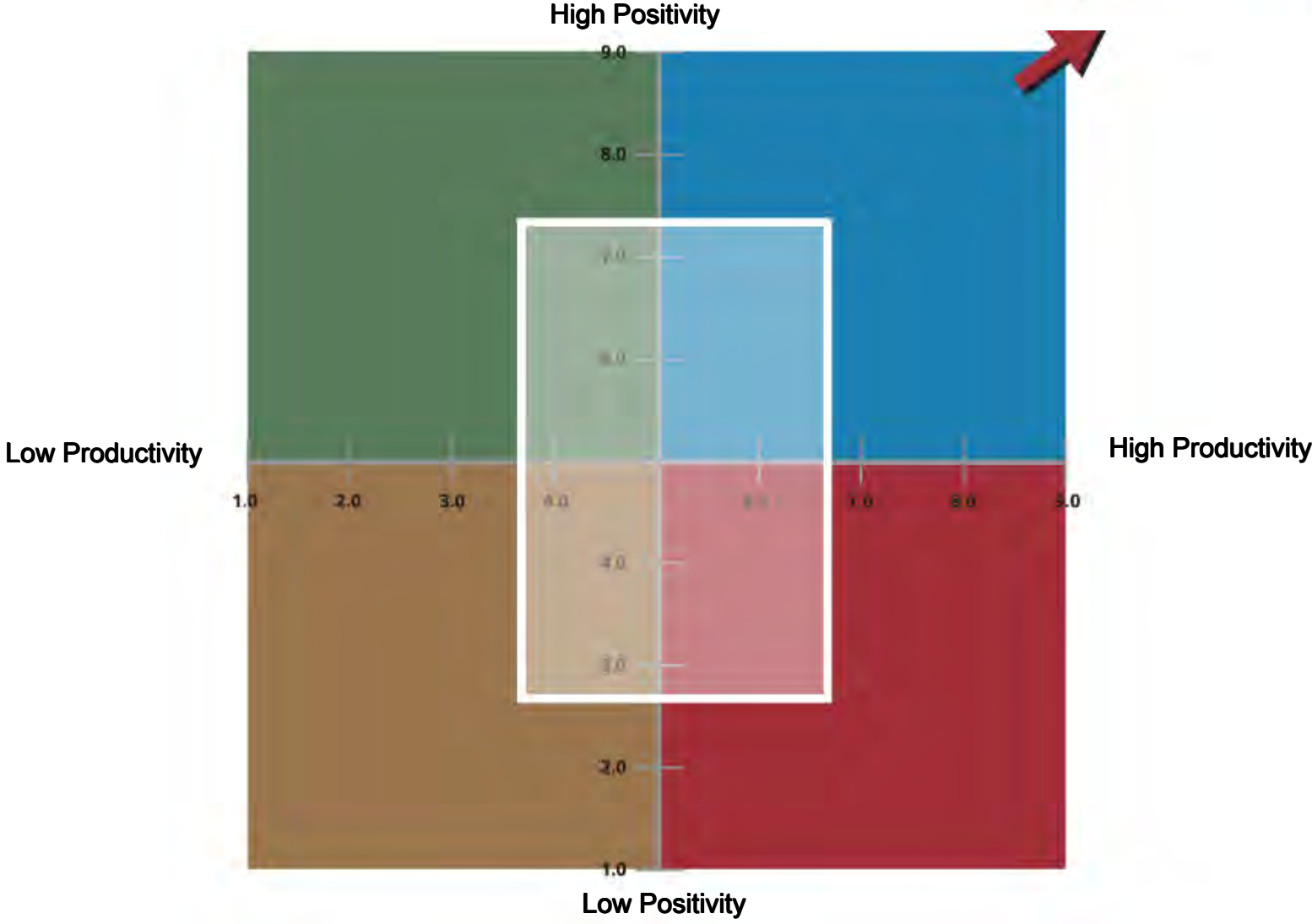
Team 360 View™—
Your Results

Successful Team
(sample of team logo goes here)

Sample Team 360 View

Team 360 Matrix

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Team 360 Matrix Results

Team 360 Polar Diagram

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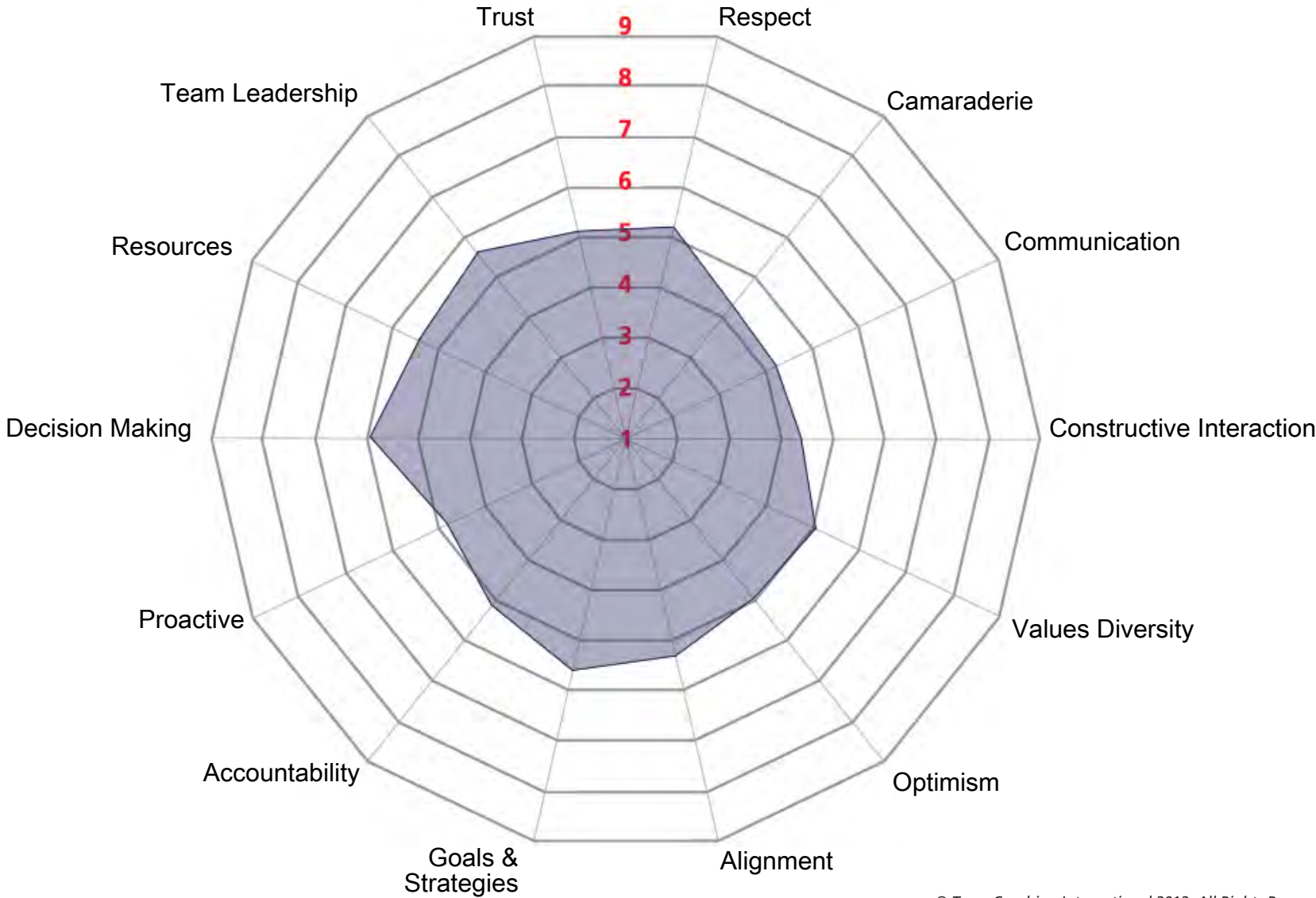
Team 360 Productivity Bar Chart
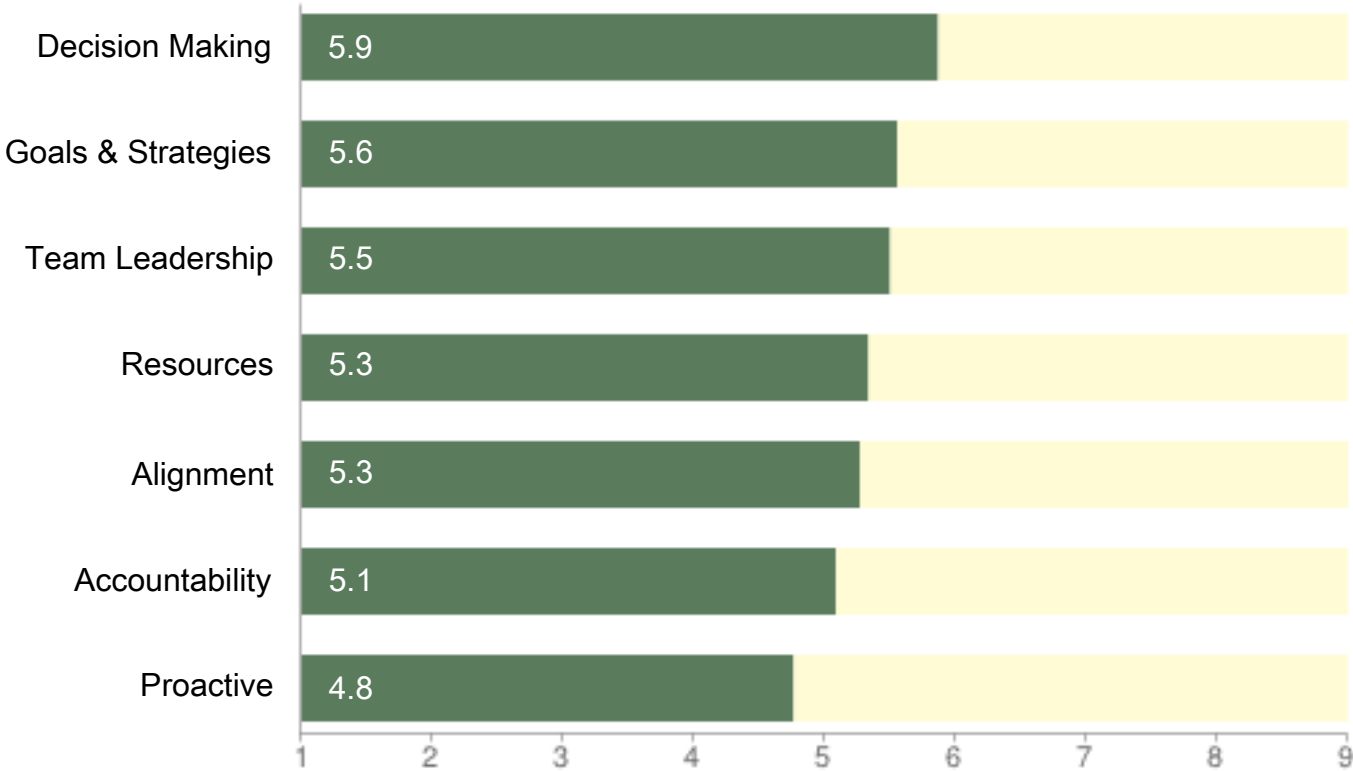
Category	Score
Decision Making	5.9
Goals & Strategies	5.6
Team Leadership	5.5
Resources	5.3
Alignment	5.3
Accountability	5.1
Proactive	4.8

Scale: 1 2 3 4 5 6 7 8 9

"1" = Does Not At All Describe This Team   "9" = Completely Describes This Team

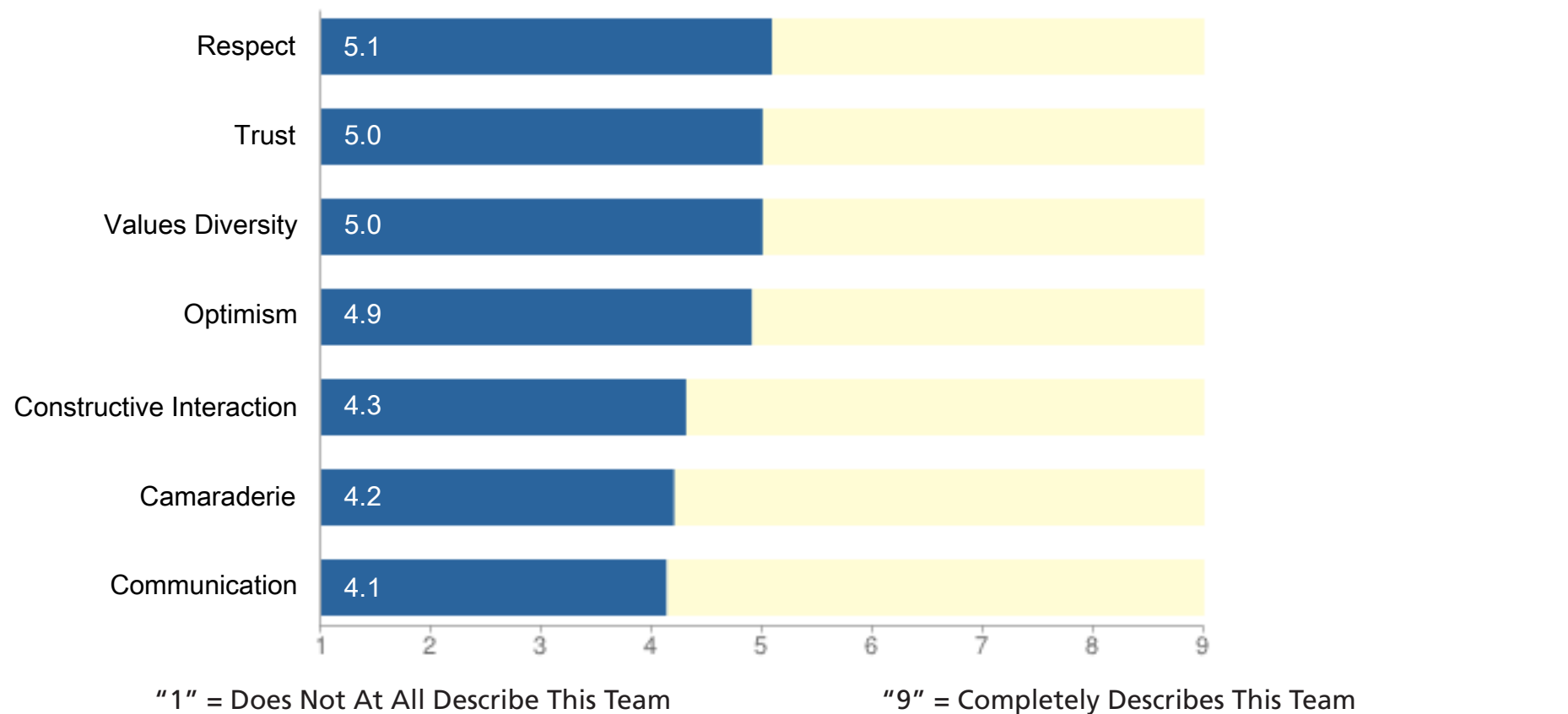| 17

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Measuring the System

Highest and Lowest Productivity Ratings

Ideal team goal is a score of "9" = Completely Describes This Team

HIGHEST	Rating	LOWEST	Rating
The team seeks sufficient input in decision making.	6.7	The team has an efficient decision-making process.	4.3
The team has a strong record for making smart decisions.	6.3	The team is highly resilient and not easily defeated in its goals.	4.3
There is a spirit of cooperation on the team.	6.3	Creativity is a strength of this team.	4.0
The team leader inspires and supports the team as needed.	6.3	The team has the flexibility to respond to change.	4.0
Recognition, rewards and compensation are linked to performance on the team.	6.3	When problems come up team members do not say, "It's not my job."	3.7

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Team 360 Positivity Bar Chart

Team 360 View™

Respect	5.1
Trust	5.0
Values Diversity	5.0
Optimism	4.9
Constructive Interaction	4.3
Camaraderie	4.2
Communication	4.1

Scale: 1 2 3 4 5 6 7 8 9

"1" = Does Not At All Describe This Team   "9" = Completely Describes This Team

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Measuring the System

Highest and Lowest Positivity Ratings

Ideal team goal is a score of "9" = Completely Describes This Team

HIGHEST	Rating	LOWEST	Rating
Team members are not afraid to take risks with each other.	7.3	The team does not have members who become defensive when mistakes are pointed out.	3.0
The team communicates clearly and efficiently.	7.0	Playing politics is not used by team members to get their way.	3.0
Team members have positive regard for each other.	6.7	Team members do not withdraw from communication or respond emotionally when problems arise.	3.0
Curiosity is valued on the team.	6.7	The team does not operate in a fear-based environment.	3.0
The team has an inspiring shared organizational vision.	6.7	The team does not engage in gossip about fellow team members.	2.7

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Open-Ended Questions

Team 360 View™

What does the team value? You see it often; it gets repeated.

Answers from the Participants will appear here.

Team 360 View™

Next Steps

Now with the feedback in hand, the obvious question arises, "What's next?" The Team 360 View™ provides valuable information about how this target team is perceived by those who interact with that team regularly. By comparing the team's own view of its strengths and weaknesses, with the results in this report, a new picture emerges: an opportunity to celebrate success, and an opportunity to clarify and focus on areas of ongoing development.

The clear, anonymous feedback in the Team 360 View™ is a starting point for new conversation on this team. For high performing teams this feedback is the way they turn information into learning and learning into action.